

City of Cincinnati

Approved Biennial Budget

Volume 1

2003
2004



Of the People, By the People
For the People
Your City Dollars at Work

City of Cincinnati

All Funds Biennial Budget



2003-2004

Approved Biennial Budget

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for the Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning January 1, 2001.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and a communications medium.

The award is valid for a period of one year only. We believe our current biennial budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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The City of Cincinnati's 2003-2004 Approved Biennial Budget, Volumes 1 and 2, is also available via the City of Cincinnati's web site – www.cincinnati-oh.gov. Copies have also been provided to the Cincinnati/Hamilton County Public Library's Main Branch.

Table of Contents



	Preface.....	iii
Part I	Introduction.....	1
Part II	Budget Summary	13
	Biennial Budget Highlights.....	15
	Operating Budget Highlights	16
	Capital Budget Highlights.....	18
	Consolidated Plan Budget Highlights.....	20
Part III	Budget Basics.....	25
	Biennial Budget.....	27
	Sources and Uses of Funds	28
	Special Organizational Reporting Authority	36
	2003-2004 Budget Development	36
	Budget and Financial Policies: Policy Budget.....	41
Part IV	Performance Measures and Financial Planning	47
	Integrated Performance Management System Development.....	49
	2002 Performance Measures and Targets	51
	2003 – 2004 Budget Action Items	83
	Community Priority Requests	137
Part V	Financial Summaries	159
	Summary Tables by Fund and Department	162
	Six- Year General Fund Forecast.....	169
	General Fund Expenditure Highlights	170
	General Fund Revenue Estimates	175
	Budget Summaries By Fund	179
	Capital Budget Funds.....	216
	Capital Budget Impact on Operating Budget	224
	Consolidated Plan Budget Funds	226
	Debt Obligations	233
Part VI	Departmental Budgets	247
	City of Cincinnati Organization Chart.....	249
	Budget Summaries by Department	250
Part VII	Cincinnati Profile	317

Table of Contents



Part VIII	Appendices.....	329
	Budget Motions	
	Biennial Budget Resolution	
	Managed Competition Report	
	Staffing Plan	
	City Reorganization Plan	
	Glossary	
	Description of Fund and Account groups	
	Cincinnati Neighborhood Investment Reserve	
	Adjustments to the Mayor's 2003-2004 Recommended Budget	

Preface



The City of Cincinnati's 2003-2004 Biennial Budget document is designed to help the residents of Cincinnati and the general public to better understand both the City's budget process and its end product, the City's 2003-2004 Biennial Budget. This document is divided into eight parts.

- Part I, Introduction, presents introductory information on the 2003-2004 budget;
- Part II, Budget Summary, presents the highlights of the City's Operating, Capital, and Consolidated Plan Budgets.
- Part III, Budget Basics, presents the basics on how the budget was developed including sections on the sources and uses of funding and the various policies that shaped the budget.
- Part IV, Performance Measures and Financial Planning, presents the performance measures and budget action items on which departments report and are systematically evaluated. It also includes Community Priority Requests which allow Community Councils and citizens an opportunity to participate in the budget process.
- Part V, Financial Summaries, presents financial summaries of the appropriated funds - Operating, Capital, and Consolidated Plan. It also includes a discussion of the General Fund Six-Year Forecast and five-year trend data. In addition, General Fund expenditure highlights are included along with revenue estimates and their underlying assumptions.
- Part VI, Departmental Budgets, presents budgetary data as it relates to the various City departments charged with carrying out the budget policies established by the City Council.
- Part VII, Cincinnati Profile, presents an economic and demographic profile of the City of Cincinnati.
- Part VIII, Appendices, presents supplemental information in several appendices, including a glossary which may help the reader to better understand the document and the terms contained therein.

A companion document, the 2003-2004 Approved Capital Budget, Volume 2, is also published to provide detailed information on the City's capital budget for the 2003-2004 biennium and the 2003-2008 capital investment plan.

This budget is the City's financial plan for the 2003-2004 biennium. Because it determines the level of City services and the way in which these services will be funded, it often becomes a focal point for public discussion. Many of the key decisions regarding the way the City operates are made through the creation of the budget. Understanding the budget is a prerequisite for having an impact on City government. Therefore, in addition to the highlights contained in Part II, Budget Summary, and Part V, Financial Summaries, it is recommended that Part III, Budget Basics, be read to enhance the budget reader's benefit from this document.



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Introduction

Introduction



INTRODUCTION

This Part of the *2003-2004 Biennial Budget* provides an overview of the following:

A summary of the 2003-2004 All Funds Budget;

Summary of Policy Actions;

Summary of the operating, capital and consolidated plan budgets;

A summary of the Six-Year General Fund Forecast;

2003-2004 Tax and Fee Changes;

A summary of the 2003-2004 City and Sworn Authorized Strength Staffing Plans; and,

City Council Adjustments to the Mayor's 2003 Recommended Budget.

TABLE OF CONTENTS

Part I	Introduction	1
	All Funds Budget	3
	Policy Actions	3
	Operating Budget	5
	Capital Budget.....	7
	Consolidated Plan Budget	9
	Six Year General Fund Forecast	9
	Tax and Fee Changes	10
	City and Sworn Strength Staffing Plans.....	10
	City Council Adjustments	11



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Introduction



This document includes the Approved 2003-2004 Operating, Capital, and Consolidated Plan budgets for the City of Cincinnati. Accompanying this volume is the Capital Investment Program, Volume 2 document, which provides detailed information on the capital budget that maintains and enhances the City's infrastructure.

2003-2004 ALL FUNDS BUDGET

The Approved All Funds Budget is \$1,002.0 million in 2003 and \$1,008.8 in 2004. The year-to-year 2003 increase is 0.7% and the year-to-year 2004 increase is 0.7%. The General Fund budget for 2003 is a 0.5% decrease from 2002 and reflects actions to use limited resources more efficiently. The General Capital budget for 2003 increases by 35.3% to reflect increased neighborhood investment.

ALL FUNDS BUDGET						(In \$ millions)
	2001 Approved Budget	2002 Approved Budget	2003 Approved Budget	Change From 2002	2004 Approved Budget	Change From 2003
Operating Budget						
General Fund	\$308.1	\$314.0	\$312.5	(0.5%)	\$319.2	2.1%
Restricted Funds	377.2	394.9	409.2	3.6%	412.2	0.7%
Subtotal	\$685.3	\$708.9	\$721.7	1.8%	\$731.4	1.3%
Capital Budget						
General Capital	\$77.9	\$78.4	\$106.1	35.3%	\$89.5	(15.6%)
Restricted Capital	146.1	180.8	146.2	(19.1%)	161.5	10.5%
Subtotal	\$224.0	\$259.2	\$252.3	(2.7%)	\$251.0	(0.5%)
Consolidated Plan Budget *	\$28.2	\$26.7	\$28.0	4.9%	\$26.4	(5.7%)
Total	\$937.5	\$994.8	\$1,002.0	0.7%	\$1,008.8	0.7%

* Note: The All Funds Budget includes the Community Development Block Grant (CDBG) Operating Budget in the Consolidated Plan Budget and not in the Operating Budget. However, the CDBG Operating Budget is included in the All Funds Operating Budget financial schedules beginning on page 162.

MAYOR AND CITY COUNCIL POLICIES

The 2003-2004 approved budget adheres to adopted policies, including the City Council Budget Motion (December 16, 2002) and the City Council Policy Budget Resolution (June 26, 2002). A copy of these items are included in the appendix to this document. The following provides a review of the results of the approved policies:

1. A reduction of \$5.4 million in General Fund department budgets (exclusive of non-departmental accounts) in 2003 compared to the 2002 budget;
2. A reduction in the operating property tax millage from 5.40 mills to 5.27 mills in 2003;

Introduction



3. A net reduction in 2003 of 115.0 full-time equivalents (FTE) in the General Fund and 74.2 FTE in All Funds compared to the 2002 budget. There are 39.5 filled positions and 70.2 vacant positions eliminated in the General Fund, with the remaining net positions transferred to other funds. In Restricted Funds, there are 8.0 filled positions eliminated and 43.0 vacant positions eliminated.
4. Full funding for the Human Services and Arts Policy programs;
5. The addition of 60 police officers in the biennium to assist in reaching the goal of an additional 75 by the end of 2005 based on recruit class capacity;
6. Funding for Cincinnati Public School facilities in fulfillment of the 20-year commitment of \$5 million per year through 2019;
7. Continuation funding of "quality of life" services such as health clinics, recreation centers, trash pick-up, street cleaning, police protection, fire protection and emergency medical, and other basic services;
8. Increased revenue for insurance billing for fire department response to auto accidents;
9. Because of the City's difficult financial condition, no transfer from the General Fund to the Capital Budget is made for neighborhood investment. However, the \$22.3 million in the Neighborhood Investment Reserve (unallocated portion of the \$55 million Anthem demutualization proceeds) will be used to address this initiative;
10. Arts capital funding is addressed through a combination of current and new projects. A total of \$2.2 million in both 2003 and 2004 has been approved in the General Capital Budget for Capital Arts Funding and include improvements at Music Hall, the Art Museum, and the Museum Center. Funding will be used for capital improvements for arts related facilities downtown and in neighborhoods; and
11. A total of \$25.0 million is approved in the biennium for market rate housing. Over the six-year General Capital plan, \$39.6 million is included for this initiative. These funds will be used for site improvements and infrastructure development at construction locations. Funding for Citirama, which is a development partnership between the City and the Home Builders Association of Greater Cincinnati, totals \$4.0 million over the six-year plan, with \$1.0 million in both years of the biennium from the Neighborhood Investment Program. For development of market rate housing downtown, \$3.6 million is in the six-year General Capital plan. Additionally, the biennial budget for market rate housing includes \$3.0 million for Special Housing Permanent Improvement Funds (SHPIF). SHPIF supports housing and development projects in the City's neighborhoods and is primarily funded by dedicating 50% of the proceeds from the rent of City property and 50% of the tax increment payments generated from downtown projects to SHPIF.

The 2003-2004 budget pays particular attention to the City's neighborhoods. The following three sections provide summary examples of how the operating, capital, and consolidated plan budgets maintain neighborhood services and enhance the infrastructure in the City's neighborhoods.

Introduction



Operating Budget

Basic City Services

The Approved Operating Budget focuses on basic City services. Citizens can be assured that safe and clean neighborhoods are a priority. Some of the continued and enhanced services are as follows:

1. Forty-five police officers will be added in 2003 and 15 more will be added in 2004. An additional 15 police officers will be added in 2005. Total sworn strength will be 1,060 in 2004. In addition, the Police Department received a grant of approximately \$275,000 for police visibility overtime that will augment the \$500,000 already in the budget for this purpose;
2. Additional funding is in the budget for a Fire Lieutenant to serve as the City's Weapons of Mass Destruction Coordinator and the Fire Department will continue its efforts to secure funding for enhanced City security;
3. Weekly solid waste collection is funded at a continuation level in the biennium. Approximately \$220,000 is included for an enhanced litter pick-up program at 40 major intersections in the City. In addition to the basic level of service, these intersections will have litter pick-up an additional two times per month;
4. The City's Health Clinics and other primary health care programs are fully funded;
5. All parks and recreation facilities will remain open and operating at continuation levels;
6. Building code enforcement will continue and is enhanced through an additional \$100,000 in Community Development Block Grant funds. The Housing Court that will make building code violators more accountable will be operational in the biennium;
7. The Human Services Policy and the Arts Policy will be maintained in the biennium with human services receiving 1.5% of General Fund resources and the arts program receiving 0.14% of General Fund resources; and
8. The commitment of \$5.0 million for 20 years to the Cincinnati Public Schools (CPS) for facility improvements will continue in the biennium. The City will continue to work with CPS to align budgeted capital improvements with the CPS facilities plan where possible.

Organization Changes and Budget Reductions

Beginning in 2003, several organization changes will occur to increase the effectiveness, efficiency, and responsiveness of government. The City Reorganization Plan report is included in the appendix of this document. A total of 160 non-sworn positions are eliminated or transferred from the General Fund in 2003. However, 45 sworn police officer positions are added in the General Fund resulting in a net reduction of 115.0 FTE. The most significant changes are as follows:

1. Transfer of the Street Sweeping program to the Stormwater Management Fund and implementation of managed competition for this function. Street sweeping reduces the debris which would otherwise enter the stormwater system. The transfer results in approximately a \$1.1 million savings in the General Fund;

Introduction



2. The Health Department transferred 19.5 FTE and some primary health functions to the Health Services Fund. The savings to the General Fund are approximately \$1.5 million;
3. Elimination of the City Planning Department and programs that are not required by law. Mandatory zoning functions (Land Use Management and Historic Conservation) are administered by the Community Development and Planning Department. Community plans are no longer routinely funded. Approximately \$704,320 is saved in the General Fund and 8.5 FTE are eliminated;
4. Suspension of the Yard Waste and Recycling programs for 2004 unless new resources are identified. These items would be collected in the regular trash pick-ups. For 2003, the Yard Waste and Recycling programs are funded from one-time resources. Approximately \$2 million is saved in the General Fund;
5. Elimination of the Office of Environmental Management. The Employee Safety program and the remaining environmental compliance/planning, including brownfields, are transferred to the Finance Department (Risk Management Division), and the air quality program is eliminated with the air monitoring function continuing as a countywide function. Approximately \$294,000 is saved in the General Fund and 4.0 FTE are eliminated;
6. Elimination of the Office of Contract Compliance and Administrative Hearings. The Contract Compliance program is transferred to the Community Development and Planning Department, and the Equal Employment Opportunity program is transferred to the Human Resources Department, and the Administrative Hearings program is transferred to the Law Department. Approximately \$398,500 is saved in the General Fund and 5.0 FTE will be eliminated;
7. The transfer of the Internal Audit function to the Finance Department. Approximately \$75,400 is saved in the General Fund and 1.0 FTE is eliminated;
8. The General Services Department is eliminated. The divisions including the Convention Center, Fleet Services, and the Parking System are managed by an Assistant City Manager. The City Manager's Office also assumes responsibility for major economic development projects. The Regional Computer Center becomes a department and the City Facilities Division is transferred to the Public Services Department;
9. The Employment & Training function is transferred to the Community Development and Planning Department and renamed the Workforce Development Division. Approximately \$10,350 is saved;
10. Public information functions in all departments are eliminated and the function centralized in the City Manager's Office. Approximately \$350,000 is saved in the General Fund and 5.0 FTE are eliminated;
11. Beginning in 2004, the Nature Education Program in the Parks Department is eliminated unless new funding sources are identified;
12. Beginning in 2004, the Health Education Program in the Health Department is eliminated unless new funding sources are identified;
13. Citywide, salary increases above 3.0%, longevity pay, and tuition reimbursement are suspended for non-represented employees (including executive staff) in 2003 to balance the budget. Approximately \$712,000 is saved in the General Fund;

Introduction



14. Training and non-local travel budgets are reduced in the General Fund for a savings of approximately \$600,200 in both years of the biennium; and
15. The City will continue to pursue managed competition opportunities; a managed competition report with recommendations is included in an appendix of this document.

Capital Budget

1. **\$53.0 Million More for Neighborhoods.** The Neighborhood Investment Program funded from Anthem demutualization proceeds represents a significant increase in the budget for development in Cincinnati neighborhoods. The General Capital Budget includes resources realized from the Anthem demutualization process. When Anthem transitioned from a mutual insurance company to a stock insurance company, the City received shares which were subsequently sold. The proceeds from the sale and investment earnings total \$55.0 million. City Council policy provides that the proceeds be used for the Neighborhood Investment Program. For the 2003-2004 Biennial General Capital Budget, a total of \$53.0 million (\$31.5 million in 2003 and \$21.5 million in 2004) is included to fund neighborhood development projects. A total of \$2.0 million (\$1.0 million in both 2003 and 2004) is included in a non-appropriated fund as a match for community-led initiatives to improve safety in neighborhoods. The following table lists of projects supported with new Neighborhood Investment Program resources in the biennium.

(In \$ Millions)

NEIGHBORHOOD INVESTMENT PROGRAM			
PROJECT	2003	2004	TOTAL
Neighborhood Housing Revolving Loan Fund	\$15.0	\$ 0.0	\$15.0
Neighborhood Investment Reserve	8.5	13.8	22.3
Capital Arts Funding	2.2	2.2	4.4
Over-The-Rhine Plan Implementation	2.0	2.0	4.0
Neighborhood Market Rate Housing	1.5	1.5	3.0
Citirama Market Rate Housing	1.0	1.0	2.0
Downtown Market Rate Housing Development	0.5	0.5	1.0
Mixed Income Capital Redevelopment	0.5	0.5	1.0
Kennedy Connector (design)	0.3	0.0	0.3
TOTAL:	\$31.5	\$21.5	\$53.0

In addition to the \$53.0 million of Anthem demutualization proceeds included in the General Capital Budget for the Neighborhood Investment Program, the Consolidated Plan Budget also includes \$30.0 million in the form of Float Loans and HUD 108 Loans. Total funding for the Neighborhood Investment Program is \$83.0 million.

(In \$ Millions)

NEIGHBORHOOD INVESTMENT PROGRAM - TOTAL FUNDING	
Anthem Demutualization Proceeds	\$53.0
CDBG Float Loan	20.0
CDBG 108 Loan	10.0
TOTAL:	\$83.0

2. **Street Rehabilitation: \$28.3 Million for 200 Lane Miles.** The General Capital Budget includes \$15.7 million in 2003 and \$12.6 million in 2004 for the Street Rehabilitation Program. This investment meets the City Council directive to rehabilitate at least 200 neighborhood lane miles in the biennium. A total of \$90.5 million is included in the 2003-2008 General Capital plan for the continuation of this initiative.
3. **Recreation Facility Renovations: \$14.3 Million.** Significant increases for renovations to Recreation facilities are included in the General Capital Budget, totaling \$14.3 million in the

Introduction



biennium and \$28.0 million over the six-year General Capital plan. This funding will be used for renovation and repair of the Recreation Department's 53 buildings (including 34 Recreation Centers and excluding golf buildings, which are maintained through a separate enterprise fund), 41 pools, 108 playgrounds, and 400 athletic facilities (including athletic fields and tennis courts). Improvements of all types will be performed, such as roof replacements, door/window replacements, upgrades to heating/air conditioning systems, replacement of unsafe equipment, resurfacing courts, and the installation of safety surfaces.

4. **New Mt. Washington Recreation Center: \$5.5 Million.** The biennial budget includes funding for replacement of the Mt. Washington Recreation Center. In 2003, \$750,000 is included for work related to site preparation, and \$4,750,000 is included in 2004 to complete construction of the center.
5. **New Replacement Fire Stations: \$3.6 Million.** The General Capital Budget includes \$1.8 million in both 2003 and 2004 for the construction of one new fire station in each year. Over the six-year plan, \$21.8 million is included to replace existing fire stations.
6. **Market Rate Housing: \$25.0 Million.** Funding for the development of market rate housing in Cincinnati totals \$19.5 million and \$5.5 million in 2003 and 2004, respectively. Of these amounts, \$21.0 million is included from Neighborhood Investment Program funding. Over the six-year General Capital plan, \$39.6 million is included for this initiative. This funding will be used for site improvements and infrastructure development at construction locations.
7. **Neighborhood Investment Reserve: \$22.3 Million.** The General Capital Budget includes a Neighborhood Investment Reserve project of \$22.3 million as part of the Neighborhood Investment Program. This project is dedicated to a variety of development initiatives in Cincinnati neighborhoods including housing, economic development, and infrastructure improvements. As part of the City's continued commitment to neighborhood issues, this project will allow the City Council to respond to neighborhood concerns as they arise over the next two years. Part of the Reserve will be leveraged, which will multiply the impact of these funds through grants, participation in investment pools, performance loans, and providing debt reserves. Please see the appendix of this document for guidelines for the Neighborhood Investment Reserve.
8. **Neighborhood Business District Improvements: \$1.6 Million.** The General Capital Budget includes \$1.6 million in the biennium to support Neighborhood Business District (NBD) Public Improvement projects. When combined with Consolidated Plan funding, the total amount for this initiative is \$3.6 million. Streetscape enhancements in College Hill, Hyde Park, and North Avondale are planned.
9. **Convention Center Expansion: \$1 Million Annually.** To meet the City's obligation to the Convention Center Expansion Project, the six-year Capital Investment Program includes \$1.0 million annually for this project. The \$1.0 million annual commitment is for 30 years beginning in 2003.
10. **Police Risk Management Systems: \$2.5 Million.** The General Capital Budget includes funding in the amount of \$2.5 million to purchase a new risk management system to improve the Police Department's ability to track activities of police officers. Funds will also support a tracking system for the Community Problem Oriented Policing (CPOP) program.



Consolidated Plan Budget

The Consolidated Plan Budget, which includes the Community Development Block Grant and other federal programs, reflects a new focus on funding larger, high impact projects that will help transform neighborhoods. The 2003 Consolidated Plan Budget is \$28.0 million, which is a 4.9% increase over the 2002 budget of \$26.7 million. The 2004 estimated Consolidated Plan Budget is \$26.4 million, which is a 5.7% decrease from the 2003 budget. The highlights include the following:

1. **Neighborhood Revitalization Strategy Areas and City Redevelopment Focus Districts.** Bold new community development projects will be undertaken in the two existing Neighborhood Revitalization Strategy Areas (NRSA's), which include portions of the West End, Over-the-Rhine, and surrounding neighborhoods, as well as additional neighborhoods that may be considered for NRSA designation. The designation allows for flexibility in using federal resources to create jobs; stabilize and rebuild the neighborhood business base; and upgrade infrastructure including streets, curbs, sidewalks, and street lighting. The City will be using a Request for Proposal process to leverage its investment. New and existing programs funded in the Consolidated Plan Budget, along with the coordinated efforts of several City departments and other outside funding sources, will produce a visible, focused, and annually evaluated impact on NRSA areas;
2. **Clean and Safe Neighborhoods.** The 2003 approved budget includes a Clean and Safe Neighborhoods program for \$733,000 for activities designed to stabilize and improve the livability of city neighborhoods. In addition, the budget includes \$500,00 for a Receivership Program for abandoned properties, \$100,000 in additional funding for Concentrated Code Enforcement, \$100,000 for a Drughouse Shutdown Initiative through the Department of Buildings and Inspections, and \$100,000 for a Drug Elimination Program in the Over-the-Rhine neighborhood.
3. **Additional Development Resources.** Beginning in 2003, the City will increase funding for CDBG Float Loans and HUD 108 Loans to provide development gap financing for targeted projects in neighborhood strategy areas. CDBG Float Loans are short term (up to 30 months) construction loans with low interest rates that are secured by an irrevocable letter of credit. HUD 108 Loans are federally guaranteed loans, borrowed by the City for subsequent lending to developers. The City's future CDBG allocations are pledged as collateral, in the event of default by the developer. The repayment term of a HUD 108 Loan is from one to twenty years.

GENERAL FUND FORECAST

As noted, the General Fund is balanced in both years of the biennium; however there are reasons to be cautious. It is noteworthy that the 2003 budget is balanced only through the use of prior year carryover and the 2004 budget is balanced only by achieving additional savings in 2003. The Operating Surplus in 2003 is only \$1.7 million and the Operating Surplus in 2004 is only \$1.0 million. In 2003 and 2004, the challenge is to save \$3.0 and \$3.1 million, respectively.

In addition to the need for more savings to balance the budget, the City's General Fund reserve amount is low in comparison to the generally accepted public finance standard. The Government Finance Officers Association recommended standard is no less than 5% to 15% of General Fund revenue. The carryover amounts of \$4.7 million in 2003 and \$4.1 million in 2004, plus the estimated balance in the City's reserve, places the City below the mid-point of the recommended standard at approximately 8%. The City's current financial condition does not permit transfers from the General Fund to support one-time capital projects as has been done in the past unless drastic reductions are made in the General Fund operating budget or revenue far exceeds the estimates in 2003 and 2004.



SIX-YEAR GENERAL FUND FORECAST

(In \$000s)

	2003	2004	2005	2006	2007	2008
	Budget		Forecast		Forecast	
Revenue	\$307,615	\$315,522	\$325,477	\$339,544	\$351,879	\$363,520
Prior Year Carryover	6,556	4,692	4,079	4,854	9,593	17,479
Resources	\$314,171	\$320,214	\$329,556	\$344,398	\$361,472	\$380,999
Operating Expenditures	\$312,502	\$319,217	\$329,464	\$339,710	\$349,045	\$358,446
Total Expenditures	\$312,502	\$319,217	\$329,464	\$339,710	\$349,045	\$358,446
Operating Surplus	\$1,669	\$ 997	\$92	\$4,688	\$12,427	\$22,553
Expenditure Savings/ Cancelled Encumbrances	\$3,023	\$3,082	\$4,762	\$4,905	\$5,052	\$5,204
Carryover	\$4,692	\$4,079	\$4,854	\$9,593	\$17,479	\$27,757

TAX AND FEE CHANGES

1. The property tax rate is set at 5.27 mills in 2003, down from 5.40 mills in 2002, and will generate \$736,000 less in property tax revenue. Partially offsetting this decrease is the implementation of a tax on the income of visiting athletes and entertainers, which is estimated to be a \$561,000 increase in General Fund revenue. No other tax increases are included.
2. Expenditure controls in the Water Works budget will accommodate a 2.0% rate increase instead of the planned 3.0% increase.
3. Expenditure controls in the Metropolitan Sewer District will provide for a 7.0% increase over the 2002 estimated actual expenditure amount. Final budget approval and rate setting is the responsibility of the Hamilton County Board of Commissioners.
4. A 5.0% parking facilities rate increase is included in the 2004 budget. This conforms with the plan to have 5.0% increases every three years to maintain and expand the system.

STAFFING PLAN

The City has reduced the overall number of funded positions in 2003 and in 2004. The total number of full-time equivalents (FTE) has declined from 6,559.9 budgeted in 2002 to 6,485.7 budgeted in 2003, which is a reduction of 74.2 FTE. There is a reduction of 115.0 FTE in the General Fund and a 40.8 FTE increase in the Restricted Funds mainly due to the transfer of some General Fund functions and positions to the Restricted Funds. In 2004, there are further reductions of 9.8 FTE overall. These changes result in an 84.0 FTE reduction over the biennium in all funds.

The change in non-sworn FTE is more dramatic. From 2002 to 2003 the number of FTE declines by 119.2 in all funds. The decline from 2002 to 2003 in the General Fund is 160.0 FTE. From 2003 to 2004 the number of non-sworn FTE declines by 24.8 in all funds. The decline from 2003 to 2004 in the General Fund is 14.2 non-sworn FTE.

Introduction



In the Fire Department, sworn FTE remains at 787 in both years of the biennium. In the Police Department sworn FTE increases by 45 in 2003 from 2002 and by 15 in 2004 from 2003.

The Departmental Budgets section of this document provides a detailed description of each 2003-2004 FTE change by department. A staffing plan depicting FTE by department and fund type is included in the appendix of this document. The following tables provide a summary of the staffing plan for 2003-2004 for all City staff and the 2003-2004 sworn authorized strength for Police and Fire as established by the City Council.

2003-2004 City Staffing Plan

(in Full-Time Equivalents, FTE)	2002 Approved Budget	2003 Approved Budget	Change From 2002	2004 Approved Budget	Change From 2003
General Fund	3,943.7	3,828.7	(115.0)	3,829.5	0.8
Restricted Funds	2,616.2	2,657.0	40.8	2,646.4	(10.6)
Total City Staffing	6,559.9	6,485.7	(74.2)	6,475.9	(9.8)

2003-2004 Sworn Authorized Strength Staffing Summary

(in Full-Time Equivalents, FTE)	2002 Approved Budget	2003 Approved Budget	Change From 2002	2004 Approved Budget	Change From 2003
Police Sworn	1,000.0	1,045.0	45.0	1,060.0	15.0
Fire Sworn	<u>787.0</u>	<u>787.0</u>	<u>0.0</u>	<u>787.0</u>	<u>0.0</u>
Total Sworn	1,787.0	1,832.0	45.0	1,847.0	15.0

CITY COUNCIL ADJUSTMENTS TO THE MAYOR'S 2003 RECOMMENDED BUDGET

During its deliberation on the Mayor's recommended budget, the City Council made a number of changes to the operating, capital, and consolidated plan budgets. This approved 2003-2004 budget document reflects these changes; with all funds balanced in the biennium. Included in the appendix of this document is a summary of the City Council increases and decreases to the Mayor's recommended budget for the operating, capital and consolidated plan budgets.



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